



Coaching and Bi-directional Feedback

How individualized support empowers managers and employees in critical conversations





About Bravely

A resource connecting you to on-demand **company-wide professional coaching** through the moments that matter in your life at work.

About Sarah

Sarah Sheehan is the **Co-Founder and President of Bravely**, and was the company's first coach! Her diverse background in HR and as a sales leader has made her passionate about helping companies build healthy cultures.



For Bi-directional feedback to happen,
we need a cultural change



Why isn't bi-directional feedback a given?

- ✔ “Only leaders + managers need training/ coaching”
- ✔ Hierarchical organization structures don't support employees giving feedback
- ✔ Employees aren't equipped with the skills needed to
 - receive and integrate feedback
 - to give upward feedback



**Without investment in their development,
employees are leaving**





94% of employees would stay at a company longer if it invested in their career

Source: LinkedIn Workforce Report 2018



Employees with professional development opportunities have **34% higher retention**

Source: Better Buys Professional Development Impact 2022





Employees who talk about development in their
Bravely coaching session are
**77% more likely to be identified by their
coaches as at risk of turnover**



Why is retention tied to development?

- Traditional model of investing in leaders and high-potentials is
 - not equitable and often a biased process
 - leads to mismatched feedback loops (manager has the skills and the direct report does not)
 - Managers and HR take on supporting role and are overwhelmed
- **These days, all employees expect investment in their development**



What is the alternative?

How do we create an environment where
bi-directional feedback is standard?



The **Foundation** for **Bi-directional** **Feedback**

Development

Invest in the development of employees at every level

Trust

Use Trust as a measure of success

Space

Create systems and routines that carve out space for candid conversations



Invest in the development of employees at every level

- Builds confidence
- Expands key skills like communication
- Creates a sense of belonging
- Leads to greater business outcomes





Employees want L&D investment

- **76%** of employees are more likely to stay with a company that offers continuous training
- **55%** say they need additional training to perform better in their roles
- **One in two** employees is pursuing learning opportunities on their own, outside of training at work





Organizations with a strong learning culture reap the benefits:

- **92%** more likely to develop novel products and processes
- **52% more productive**
- **17% more profitable** than their peers
- **30–50%** higher engagement and retention rates



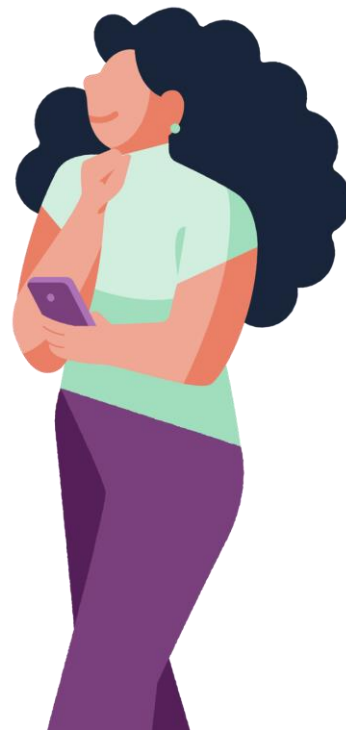
Use Trust as a measure of success

- Bi-directional feedback requires psychological safety and ability for employees to speak up without fear of retribution
- Cultures that support psychological safety have higher levels of engagement and retention
- Ability to build trust and model vulnerability are new required skills for leaders



Create systems and routines that carve out space for candid conversations

- Train your people to give feedback and make it an integral part of your culture
- What tools do you have in place to facilitate and measure this consistently?
- Continue to ask your people if feedback loops are happening as often as they would like



Magic happens when you **empower** open channels of communication

- People can communicate their needs and boundaries
- Feedback can be delivered and received safely and without fear
- Equity is established and people feel valued
- Employees feel a greater sense of belonging



Bi-directional Feedback



SETS CLEAR EXPECTATIONS



HOLDS ACCOUNTABILITY



BUILDS TRUST



BUILDS RELATIONSHIPS



IDENTIFIES STRENGTHS AND WEAKNESSES



REINFORCES PURPOSE



Coaching is a **key component** of L&D

- ✔ Supports skill building
 - Giving and receiving feedback
 - Self awareness and accountability
 - Inclusive leadership
- ✔ Enables more consistent and concise upward feedback
 - Role playing conversations
 - Strategizing on content and delivery of message
 - Building confidence



Coaching = Essential Pillar of Support



Extend your HR Function

- Give your employees a place to express their needs
- Map out career goals
- Work with a coach for accountability
- Foster deeper connection
- Encourage bi-directional feedback by providing a safe space to roleplay



Access to Individualized Support for Every Employee

- Builds equity
- Reflects organization's values
- Centers the human
- Honors employee needs for customized support



Learn more about coaching:



Download our guide: The ROI of Coaching



